

CORCORAN
JENNISON
Companies

Best Practices:
Making Mixed-Income Resident
Partnerships Work

Interagency Council on Affordable Housing – September 7, 2012

Corcoran Jennison Companies

Mixed-income and rehabilitated
developments

Harbor Point Apartments

1,283 units

Dorchester, Massachusetts

1986 – Mixed Income Rental



Oak Hill Apartments

718 units

Pittsburgh, Pennsylvania

2001- Mixed Income Rental



Quaker Meadows

104 units

Lynn, Massachusetts

1980 – Mixed Income Rental



Town Homes on Capital Hill

134 units

Washington, D.C.

2000 – Mixed Income Homeowner



Kings Lynne Apartments

441 units

Lynn, Massachusetts

1976 – Mixed Income Rental



Town Homes at Monterey

426 units

New Haven, Connecticut

1999 – Mixed Income Rental



Traditional Mixed-Income Homes



**Today, mixed-income
housing is everywhere**

The Peninsula, Boston, MA



15% Affordable Rental

Park Square West, Stamford, CT



20% Affordable Rental

Queen Anne's Gate, Weymouth, MA



40% Affordable Rental



Principals of Partnerships in Mixed-Income Housing

There should be one Management Agent for all apartments reporting to the Partnership



Majority of units should be market rate

Majority of Resident Board Members should be low-income



All units should have same design, interior and exterior



Low-income units should be mixed and not be clustered



Harbor Point, Boston, MA

- A total of 1283 units, 1/3 of the units are low income
- Market rate rent for a 2 bedroom apartment - \$2,500 a month
- Rent for low income units is 30% of a residents income

Harbor Point Before



Harbor Point After



When Marketing units: Tell the truth

- Explain that this was once public housing and now it is mixed income
- Explain how Corcoran Jennison formed a partnership with residents to redevelop the site for all income levels
- Avoid resentment from all prospects before accepting deposits



It's OK that mixed income is not for everyone

- Some prospects will not buy into mixed-income concept
- Others will think it is great
- Rent, appearance, safety and service will determine success.



Identify your competition, and look better

- If the competition has a swimming pool, fitness center or a game room, you need one
- Must look “market rate”
- Landscaping is crucial



Curb Appeal/Landscaping Is Crucial



Resident Involvement/Partnership

- Professional property management is essential.
- Residents have 50% say on all policy decisions including annual budgets.
- Incorporate property ownership/joint venture structures with an ***elected*** resident group



- Leasing Agreement holds both market and low-income families to the same rules of behavior and community expectations

CORCORAN
JENNISON
Management LLC

CJ MANAGEMENT COMPANY LLC

LEASE / OCCUPANCY AGREEMENT

Corcoran Jennison Management LLC (or Management) hereby leases to _____ (Lessee), or (Resident) who hereby hires the following premises: _____ for the term of one year, beginning _____, ending _____.

Term lease shall be \$ _____. Lessee agrees to pay the rent for the leased premises consisting of _____ bedroom dwelling units, during the term hereof, and for any period of occupancy prior thereto, of \$ _____ a month, payable in advance on the first day of every month, except as herein other provided. Rent shall be paid only by check or money order payable to Management at such address, as lessor shall from time to time designate in writing.

LESSOR AND LESSEE FURTHER COVENANT AND AGREE:

That during the term of this lease and for such other and further period as the said Lessee shall occupy the said premises, all of the terms, covenants, conditions contained herein shall remain in full force and effect.

That in case the Tenant has the privilege of renewing this lease, the Tenant shall give notice in writing of his/her intention to the Landlord at Two months prior to the expiration hereof.

1. DEFINITIONS

The terms "Lessor", "Management", and "Landlord" shall be interchangeable in this agreement. The terms "Lessee", "Tenant" and "Resident" shall be interchangeable in this agreement. The words "Lessor", "Tenant" and "lessee" as used herein shall include their respective heirs, executors, administrators, successors, representatives and assigns, agents and servants and the words "he", "his", and "him" where applicable shall apply to the Lessor/Lessee regardless of sex, number, corporate entity, trust or other body. If more than one party signs as Lessee hereunder, the covenants, conditions, and agreements herein of the Lessee shall be the joint and several obligations of each such party.

THE RESPONSIBILITIES OF THE RESIDENT (Lessee) as to the care, condition and use of the apartment are primarily set forth in this section. However, the full occupancy agreement must be read for all right, obligations and responsibilities.

2. UTILITIES

Lessee shall pay, as they become due, all bills for utilities providing heat, hot water and electricity to the leased premises.

3. CARE OF PREMISES

- The Lessee shall not paint, decorate or otherwise change and shall not make nor suffer any additions or alterations to be made in or on the leased premises without the prior written consent of the Lessor.
- The lessee shall not waste heat or water.
- At the termination of this lease, the Lessee shall deliver up the leased premises and all property belonging to the lessor in good clean and tenable order and condition, reasonable wear and tear excepted.
- No television aerials or satellite dishes or other like equipment shall be installed without the prior consent of the Lessor. Lessor will not approve such to be attached or affixed (as by screws) to the building. Washer/dryer hookups are provided and Lessee shall be responsible for properly connecting the appliances, as well as responsible for any and all damages, which may result from the operation of said appliances.
- No waterbeds shall be permitted in the leased premises.



Social Services

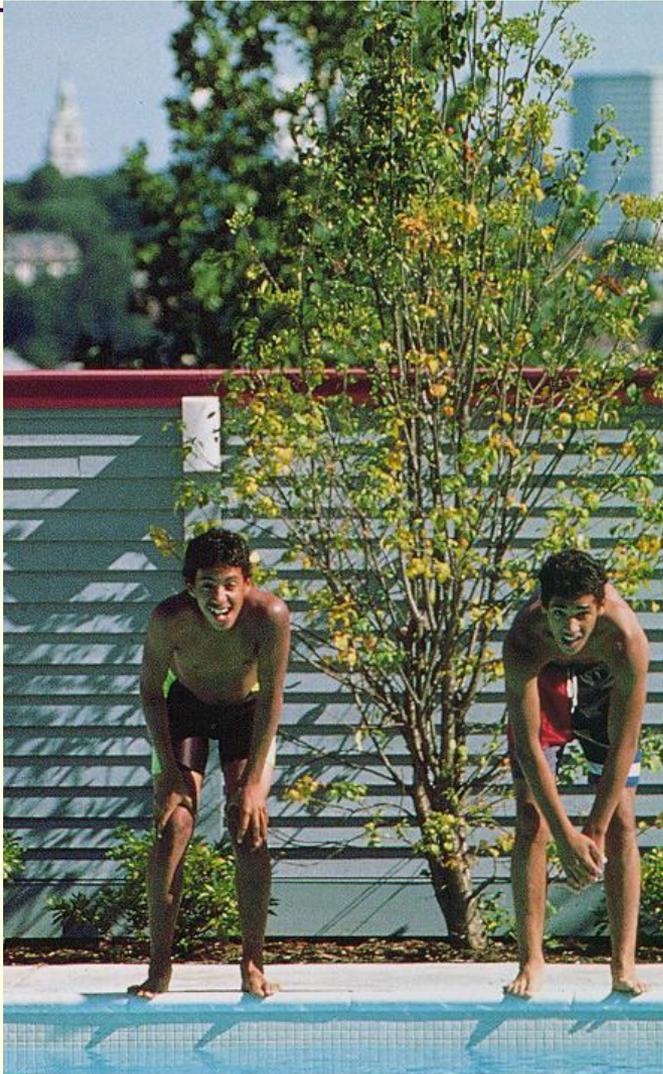


- Residents decide what services are needed
- Outreach to Assist with Lease Compliance
- Programs include after-school activities for kids, substance abuse counseling

How we do it!

- Long-term and consistent management of real estate assets using proven management systems and procedures
- Recognize, learn and respect each individual real estate community
- Build stakeholder consensus to develop schemes that address and enhance the community's specific needs and goals
- Create working partnerships with government, community and residential organizations, and treat all residents equally
- Implement policies and goals and consistently deliver on these goals through disciplined management and follow-through

Mixed-Income Working



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Thank You